University Department of Commerce and Business Management
Ranchi University

A Synopsis for Ph.D Registration
On

Employees Participation in Management in Banking Sector: A Comparative Study of State Bank of India & Industrial Credit and Investment Corporation of India Bank

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INTRODUCTION

Meaning of employees participation in management

Concept of employee participation in management is considered as a mechanism, where workers are asked about their suggestion in the decision making process of the organisation. Employee participation in management is an important part of Industrial Democracy. Employee participation in management is based on "Human Relations Approach" To management which brought new set of values to workers & management. The relationship between employees and management in the organizational decision-making is determined by the level of employees participation in management. This is a socio-political idea that aims to reorganize the industrial power and authority relationships within the industrial organization by introducing democratic methods. Engaging in activities has a special psychological benefit and motivational strength. It encourages concord and tranquility between employees and management. Employees that are involved in organizational decision-making are better able to see the broad picture, or how their actions will affect the company's overall progress. They prefer to see the decisions as "their own" because they are participating from the start. Their involvement increases their responsibility.

Article 43(A) of Indian Constitution, in Directive principles of state policy deals with the employees participation in management. The Article was added by the Constitution (forty-second amendment) Act, 1976; it was not a part of the Constitution of India, 1950.[1] It commands the state to take actions to ensure that employees are involved in the administration of the industries operating in any sector of the economy whether by appropriate legislation of any other means.

“According to International Institute for labour studies, "Employee participation resulting from practices which increase the scope for employees' share of influence in decision-making at different tiers of organizational hierarchy with concomitant assumption of responsibility."

According to Keith Davis," Workers participation refers to the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share in responsibility of achieving them".

According to Indian Labour organisation," Workers Participation may, broadly be taken to cover all terms of association of workers & their representatives with the decision-making process, ranging from exchange of information, consultations, decisions & negotiations to more institutionalised forms such as the presence of workers' members on management or supervisory Boards or even management by workers themselves as practical in Yugoslavia ".[2]

Employee participation in management leads to development of a sense of belongingness in their organisation a better understanding of their role for smooth functioning. All this leads of self-realisation, thereby promoting efficiency & increased productivity.

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[1] Sunita. (2020, October 27). *Understanding the significance of workers participation in management*. Retrieved from ipleaders: https://blog.ipleaders.in/understanding-significance-workers-participation-management/#:~:text=Article43AoftheConstitutionimportantelementsofindustrialdemocracy

[2] workers participation in management. (n.d.). retrieved from whatishumanresource.com: https://www.whatishumanresource.com/workers-participation-in-management

Background

Employee participation in management has a long history from early 20th century. In India, the earliest initiatives for workers participation in management were taken in consideration after independence.
Industrial Disputes act, 1947 was the first step in this direction, which recommended setting up of Works committee.
Joint management council were also established in management. The 'Board of management was formed as a result of Management scheme of 1970.
In 1990 workers participation in management bill 1990 was introduced in Rajya Sabha on may 30,1990 to provide specific & meaningful participation of workers in management on Shop/floor level, establishment level & Board of management level in organization. Prior to Workers participation in manager bill 1990, all the schemes of participation were non-statutory & concentrated on particular level.[3]
On 1 August 2017 Labour Minister Bandaru Dattatreya plead for withdrawal of 'workers participation in management bill 1990 in Rajya Sabha which was Approved by Upper House.[4]
The employee participation in management schemes in India provide wide scope for Application & upliftment of workers. But in practice, these schemes are not successful,

Level of participation

Employee participation in management is possible at all level of management, the only difference is that of degree & nature of participation.[5]

1. Informative Participation: This level make sure that employees are getting information & express their views relating to the matters of general importance.

2. Consultative Participation: In this level workers are consulted on the matters of employees welfare such as work, safety & health.

3. Associative Participation: Associative participation is an elaboration of consultative participation, in this level management is under moral obligation to accept & implement the unanimous decision of employees.

4. Administrative Participation: It makes sure great share of workers in discharge of functions. Here, decision already taken by the management informed to the lower employees, preferably with alternatives for administration.

5. Decisive Participation: This is the highest level of participation were decision are taken together on matters related to production, welfare etc

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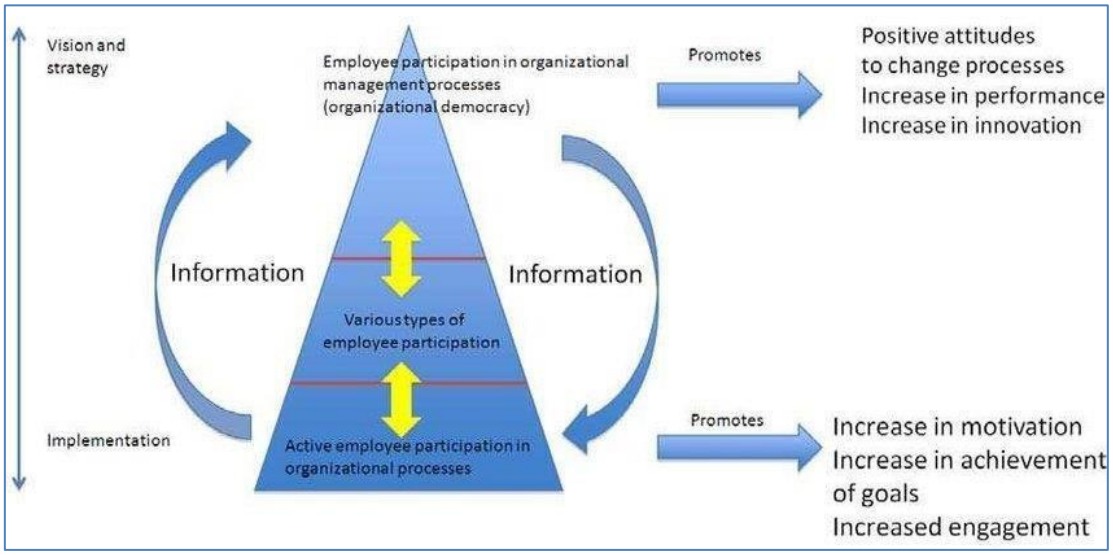
[3] Ministry of Labour & Employment. (2006, Feb 14). Retrieved from https://pib.gov.in: https://pib.gov.in/newsite/erelcontent.aspx?relid=15485

[4] Bill on workers' participation in management. (2017, Aug 01). Retrieved from Economictimes.indiatimes.com: https://economictimes.indiatimes.com

[5] "Level of Employees participation ",Arihant, Human Resources Management/Labour Welfare- 2019



Organisational employee participation [6]

Models of Employees Participation in Management:

Collective Bargaining: Collective Bargaining is theoretically a distinct type of involvement through collective agreement, employees and management can exercise their rights. Joint agreements to establish guidelines for the development and the terms of service in addition to the termination of employment contract in an organization. One key strategy that has been employed is collective bargaining of having an impact on Managerial decisions.

Works councils: Staff of work councils are excessive bodies of the employees. A hierarchy of councils ranging from the shop floor to the staff Board may exist, or there may be just one council for the entire organisation. Employees of the pertinent sections elect members. They perform a variety of roles in an organisation's administration including obtaining information about the management's plans to participate fully in decision-making.

Joint Management Council Model: These are joint bodies comprising the representatives of management & employees. As consultative bodies, their roles may vary from making decisions on specific matters to just offering advice to the management. In India the JMCs are a widely used EPM format. Their primary function is consultative with senior management making all decisions

Workers' Self-Management: This institutional type is characterised by a substantial degree of workers 'participation on the main decision-making bodies, coupled with either a system of workers' ownership or the right to use the assets of the enterprise. A system of self-management in Yugoslavia is based on this concept.

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[6] participation, O. e. (n.d.). *Organizational employee participation* . Retrieved from researchgate.net: https://www.researchgate.net/figure/Organizational-employee-participation_fig4_301680184

Forms of workers participation in management: [7]

- Participation at Board level
- Participation through Ownership
- Participation through complete control
- Participation through staff and Works committee
- Participation through councils and committees
- Participation through collective bargaining
- Participation through Job Enlargement and Job Enrichment
- Participation through Suggestion Schemes
- Participation through Quality Circles
- Empowered teams
- Total Quality Management
- Financial Participation

A BRIEF OVERVIEW OF BANKING SECTOR IN INDIA

The Indian banking system is one of the largest & most complex in the world with more than 100 scheduled commercial banks & more than 96,000 branches. Since the nation's independence in 1947, it has seen a tremendous evolution & it now plays a crucial part in India's economic growth.[8] A small no. Of state-owned banks predominated the Indian banking system in the early years after independence. These banks offered a few banking services & had a narrow geographic reach, especially in rural areas. The Reserve Bank of India(RBI) and the Indian government, however worked together to enact a no. Of economic & financial sector reforms in the decades that followed, which significantly increased the size of banking system. Banking sector in India covers both private and public sector. The nationalisation of 14 major banks in 1969 and six more in 1980 was one of the most significant reforms to the Indian financial system.

The increased access to banking services for many rural and under banked communities and brought nearly 80% of the banking system under govt. Control. The govt. also implemented policies that promoted the development of Regional Rural banks and cooperative banks, expanding the banking system reach in rural areas.

It concludes that the Indian Banking system has seen significant evolution over the years and today plays a crucial role in the economic development of the county.

Types of banks in India:

Indian banks are categorised into five major types:
Central bank- Reserve Bank of India(RBI) is the central bank, it is an apex body, it controls, monitor and regulate all the commercial banks of India.
Commercial banks: commercial banks are further classified into the following types:

- Private sector banks
- Public sector banks

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[7] "Forms of Employees Participation", Arihant, Human Resources Management/Labour Welfare- 2019

[8] An overview of the Indian banking system and its evolution. (2023, Jan 11). Retrieved from taxguru.in: https://taxguru.in/finance/overview-indian-banking-system-evolution.html#:~:text=TheIndianbankingsystemis,theeconomicdevelopmentofIndia

- Regional Rural banks
- Foreign banks
- Small finance banks
- Payments banks
- Co-operative banks

This study will cover the employees of State Bank of India & ICICI Bank

Public Sector Banks in India:

A government owned Bank where the government holds more than 51% stake in that Bank is considered as public sector Bank. Currently there are 12 public sector banks operating in India and State Bank of India is considered as No. 1 public sector Bank in India.[9]

12 public sector Banks in India are as follows:

- State Bank of India
- Punjab National Bank
- Bank of Baroda
- Bank of India
- Central Bank of India
- Canara Bank
- Union Bank of India
- Indian overseas Bank
- Punjab & Sind Bank
- Indian Bank
- UCO Bank
- Bank of Maharashtra

Glance of State Bank of India

State Bank of India (SBI) is a multinational public sector Bank and a statutory organisation for financial services with its headquarters in Mumbai, Maharashtra. SBI was the sole Indian Bank on the fortune Global 500 list of the largest firms in the world in 2020, it is the 48th largest Bank in the world by total assets and is rate 221st overall. It is a public sector bank & the biggest commercial bank in India accounting for 25% of the overall loan & deposit market & 23% of the market for assets. State Bank of India was founded on 1 July 1955, it has total 22,210 domestic & 229 international branches in 31 countries.[10] Dinesh Kumar Khara is the current chairman of SBI. The bank descends from the Bank of Calcutta, founded in 1806 via the imperial bank of India, making it the oldest commercial Banks in Indian subcontinent. The Bank of madras merged into the other two presidency Banks in British India, the Bank of Calcutta & Bank of Bombay, to form the Imperial Bank of India which in turn became the State Bank of India.

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[9] Government Banks in India . (2023, Sep 19). Retrieved from guidely.in: https://guidely.in/blog/government-banks-in-india

[10] State Bank of India. (n.d.). Retrieved from businesstoday.in: https://www.businesstoday.in/infopage/companies/state-bank-of-india

Private Sector Banks:

These are the Banks where private individuals have the largest position in the shares on stock. Public sector Banks initially predominated the Indian banking
industry but private sector Banks emerged in the 1990's & have had tremendous growth since then.[11]

Some private sector Banks in India are:

- ICICI Bank
- Axis Bank
- Bandhan Bank
- IDBI Bank
- HDFC Bank
- Federal Bank
- IndusInd Bank
- Kotak mahindra Bank
- Yes Bank
- City union Bank
- Dhanlaxmi Bank
- IDFC first Bank

Glance of ICICI bank:

On the initiative of world Bank, the Indian government & business leaders from India, ICICI was established in 1955.The main goal to establish a development organisation to give Indian companies access to medium & long term project funding. Up until the late 1980s, icici concentrated a large portion of its efforts on project financing, giving long term funding to numerous industrial ventures. In the 1990s, India's financial industry underwent liberalisation & ICICI changed from being a development financial institution that only provided project financing to a diversified financial services provider that provided a wide range of products and services alongside it's subsidiaries & other group companies. ICICI benefitted from increasing market orientation and globalisation of the Indian economy. It is a multinational Bank & financial services company with its headquarters in Mumbai with registered head office in Vadodra. It has a network of total 5900 branches across India and also has branches in 17 countries. It has four subsidiary company namely, ICICI Prudential, ICICI Lombard, ICICI securities & ICICI Direct. It offers wide range of financial & banking services to corporate & retail customers.[12]
Employees participation in management is very important in every sector to make the employees feel valued and belonged so that they consider the organisation as their own and work efficiently to achieve the organisational goals.

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[11] Singh, S. (2023, Oct 12). *List of Private Banks in India*. Retrieved from moneymint.com: https://moneymint.com/list-of-private-banks-in-india/

[12] ICICI Bank Ltd. (n.d.). Retrieved from business-standard.com: https://www.business-standard.com/company/icici-bank

Employees Particilation in Management in State Bank of India:

State Bank of India is the largest Public sector statutory Bank in India being one of the largest employer in the world. Bank employees are under a great deal of work pressure due to many reasons such as lack of administrative support, excessive work demand, problematic customers etc. Studies have shown that there is an inverse relationship between work pressure & employees involvement in operations of the State Bank of India, when work pressure increases, employees involvement or participation in work decreases.

State Bank of India launched a scheme called 'Nayi Disha' or 'New Path' to ensure work-life balance and participation of employees in the decision making, .[13] In this scheme employees are asked to select the location before transferring a couple if both husband & wife are employees of the Bank. More than 350 trained experts are establishing a connect with each & every employee through sessions lasting over 5 hours & concluding with a dinner where spouse of the employees are also involved. SBI received global recognition for this Human Resource Initiative. State Bank of India also asks for annual feedback of the employees regarding the working conditions, and others suggestions for the organization.

It is crucial for the management to understand the benefits of employees participation in decision-making on job satisfaction of the employees in order to improve the overall performance of the organization. This study will try to analyse the implementation level of employees participation in management and the factors that affects the implementation of employees participation in management.

Employees Participation in Management in ICICI Bank:

ICICI Bank is having a large network of employees, the bank's Human Capital is supported by important cultural pillars that include equitable pay, employee care and empathy & learning and development of each & every employee. Human Resources development has gained importance in the recent years be it business organisation or a bank or an office, the development of human resources is necessary for its efficient & effective working.The Bank's goal is to develop a responsive workforce which is supported by giving the teams the freedom to observe their surrounding & spot chances for growth. There are various forms of Employees Participation in Management & empowering teams is one of them, ICICI Bank encourage Empowering teams, the Bank encourages it employees to experiment & innovate to deliver services according to there will which encourages employee participation. The Bank follows Management by Objective & 360 degree appraisal as their performance appraisal technique.[14] MBO & 360 degree appraisal both considers employee participation in decision-making as in MBO certain targets are set for the employees and their performance is evaluated according to the objective, the objectives are set after consulting the employees, similarly in 360 degree appraisal everybody has a say in the evaluation process. This study will try to find out other aspects of level of implementation of employees participation in management in ICICI Bank.

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[13] Bureau, H. N. (2019, feb 18). *SBI's Nayi Disha Initiative to ensure work-life balance*. Retrieved from www.hrkatha.com.

[14] *The performace appraisal practices and methods in accenture services*. (2015, jan 01). Retrieved from http:www.ukessays.com.

LITERATURE REVIEW

1. Debi S Saini [15]

Employees participation in management emerged in India considerably during the year 2000, The government paid attention to this & included it in its election manifesto & showed keenness by enacting a Law. Changing needs and aspirations of working people made it even more necessary especially those belonging to younger generation. Then a contemporary Research conducted by D S Saini; & the Research evidence pointed out the greater desire of employees to be involved in the managerial decision making in the organization which affect directly or indirectly their working conditions, growth and empowerment.

2. Abhimanyu kumar & Anshu Tank [16]

In their study of employees participation in management in National Thermal Power Corporation, a public sector company, Abhimanyu and Anshu Tank found that Employees participation in management is a symbol of joint & Harmonious relationship, which explains the level of adjustment between employees and employer for maintaining peaceful environment in the organization. This technique is regarded as the most powerful & strong behavioural tool for maintaining peaceful environment & making the employees work efficiently and effectively.

3. Nachiket Thakur [17]

This article of Nachiket Thakur is concerned with an investigation of existing level of workers participation in management decision making within the Indian work environment, study involved a survey of total 217 non-management employees from two work organization in UP (flour mills & sugar mills) were used as subjects. Interview schedule & in-depth interview were the main research techniques for data collection. The research concluded that involvement level in management decision making is relatively low & the study revealed a growing desire of non-management. Employees in Indian work environment to exercise greater involvement in the decision-making process of their enterprise.

4. Krishan C Sethi & BP PANDE [18]

KC Sethi & BP Pande in his Research on employees participation in management found out that, employees participation in managerial decision-making has not been successfully adopted in many industrial units & it is a quite relevant topic in the present context, The country is not at a level of development where a change of transition can be effectively made from autocratic management style. However, the best choice is to democratize the organizational structure and have a greater level of participation & democracy in the organizations

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[15] Saini, D. S. (n.d.). *Workers Participation In Management In India: Perspective And Challenges Of The Nineties*. Retrieved from researchgate.net: https://www.researchgate.net/profile/Debi-Saini/publication/260278201_Workers'_Participation_in_Management

[16] Abhimanyu Kumar, A. T. (2013, April 1). *ResearchGate.com.* Retrieved fromScholar.google.com: https://scholar.google.com/scholar?start=0&q=workers+participation+in+management+in+india&hl=en&as_sdt=0,5#d=gs_qabs&t=1698334606288&u=%23p%3D0udWtqbE14cJ

[17] Thakur Nachiket. Worker Participation in Management Decision Making Within Selected Establishments. (2014, Mar 1). Retrieved from www.researchgate.net: https://www.researchgate.net/profile/Meghna-Chhabra/publication/322675570_Entrepreneurial_Leadership_Styles

[18] Sethi, K. C. (1978, July 1). *Workers' Participation and Industrial Relations in India: Some Reflections*. Retrieved from Proquest.com: https://www.proquest.com/openview/ff7f3774f921c1badb7bb475f6dc6d7b/1?pq-origsite=gscholar&cbl=1818288

5. G Rathnakar [19]

The study is concerned with an investigation of level of worker participation in management decision-making within BHEL (Bharat heavy electrical ltd.) Environment. The study involved a survey in which total of Hundred Non-management employees. Study concluded that workers wants a high interest in management participation in decision-making and actual level of involvement in decision-making process is low, study found out a relationship between education & employees involvement in decision-making as well as between frequency of employees consultation and commitment. Workers participation in management at BHEL is respectable & employees believe they will get benefit. It improves understanding between employer and employees & informed that joint management council is the method of workers participation in management is widely used in the enterprise.

6. Kunal K Majhee [20]

The study is concerned with the steps taken by the government for workers participation in management. It is considered as one of the methods by which social justice and economic prosperity might be secured for workers and also production can be increased. Various steps has been taken by the government to make this scheme a successful venture.
Under this study 100 of non-management workers were interviewed in depth to get the data about implementation of workers participation in management, a common questionnaire were also used to collect data, the study revealed that government schemes were only manifested in policies and the reality was little disappointing, workers opinion were barely taken on decision. The study also revealed that workers seek participation, it boosts their morale and also beneficial for the organizations overall development.

7. Komal Khalid Bhatti & Tahir Masood Qureshi [21]

The most important challenges in management is implementing effective Human Resource Strategies to improve organizational performance and accountability, that largely depend on the employees of the organization. Employees job satisfaction, productivity and employee commitment to the organization. The main intention of this study is to find out the relationship between employees participation in management and job satisfaction, commitment and productivity. The results of this study strongly supports the existence of positive relationship between employees participation in management with employees job satisfaction, commitment and their performance.

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[19] Rathnakar, G. (2012, Sep 09). *A STUDY OF WORKERS PARTICIPATION IN MANAGEMENT DECISION MAKING AT BHEL, HYDERABAD* . Retrieved from cloudfront.net: https://d1wqtxts1xzle7.cloudfront.net/68187079/10-libre.pdf?1626680408=&response-content-disposition=inline

[20] Majee, D. K. (2003, Aug 03). *Glimpses of Workers' Participation in Management in India: A Case Study of Bokaro Steel Plant, Bokaro (Jharkhand)*. Retrieved from sagepub.com: https://journals.sagepub.com/doi/abs/10.1177/0258042X0302800306?journalCode=mlsa

[21] Komal Khalid Bhatti, T. M. (2007, June 02). *Impact Of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity* . Retrieved from cloudfront.net: https://d1wqtxts1xzle7.cloudfront.net/31222208/Bhatti-libre.pdf?1393896364=&response-content-disposition=inline%3B+filename%3DImpact_of_employee_participation_on_job

SIGNIFICANCE OF THE STUDY

It is crucial to grant employees the authority they need to take part in the organizational administration. They will become motivated and work effectively on their job responsibilities in this way. As a result, it may be said that employees involvement in management is essential. The adaptation of workers involvement in the decision making give the workforce a chance to voice their opinions on the strategies and choices made by the business. Encourage employees to feel important because they are in charge of achieving the organization's goals. Workers should participate in decisions because they put the effort and labor on behalf of the company and because they will be most impacted by the outcome. They have the right to express their viewpoint because they are contributing to the outcome. All these above mentioned points make it important to implement the workers participation in every private as well as public sector companies. Studying the loopholes and affects of employees participation will be beneficial for the organizations as well as the employees of the organizations.

SCOPE OF THE STUDY

1. This study will help in achieving Industrial Democracy.

2. Relevant for framing better Human Resources Policies in private & public sector banking organizations, so that employees can be motivated to work in more effective way & increases overall productivity of the organization.

3. The study will help to find out the factors that affect the proper implementation of Employees participation in management, knowing the factors will help in reducing them so that the schemes can be properly implemented.

4. Proper implementation of Employees Participation will lead to improvement of mental health of the employees and job satisfaction level, employees commitment to the organization and employees retention will increase and employees exploitation will decrease.

OBJECTIVES OF THE STUDY

1. To study the level of implementation of Employees participation in management in both SBI & ICICI Bank.

2. To find out the factors that affect the proper implementation of Employees Participation in the managerial decision-making the State Bank of India and Industrial Credit & Investment Corporation of India Bank.

3. To study positive as well as negative effect of Employees Participation in Decision-making on Employees job performance, Job satisfaction, Employees commitment to the organization in SBI & ICICI Bank.

4. To know the view point of Management as well as non-management staff regarding Employees participation in decision-making in SBI & ICICI Bank.

5. To propose suggestion to overcome the related factors or obstacles that affect the proper implementation of Employees participation in management and also some necessary measures that the organisation might take to encourage Employees participation in management in both SBI & ICICI Bank.

HYPOTHESIS OF THE STUDY

H1 - Employees participation in management have relationship with Employee performance, job satisfaction & Employees retention.

H2 - The level of implementation of Employees participation in management is different in State Bank of India & Industrial Credit & Investment Corporation of India Bank.

BENEFITS OF THE STUDY

This study will not only benefit the Employees of the organization but also the organization to prosper. Initially, management's goal for participation was restricted to increasing productivity through a more desired workforce; later, as behavioral theories developed, participation was considered and anticipated to fulfill more complex organisational purpose, such as include motivation, better industrial relations, employee morale & dedication, the standard of living at work or even self-actualization. The standard of decision-making have increased & this will offer significant benefits in a complicated or unstable environment. For a business to prosper, it is not enough to hire the best personnel; you also need to make sure your employees are able to handle the demands of your organisation. By implementing participating programs that raise employees motivation, output, & performance may change their work habits and how they behave. Proper implementation of employees participation process will increase autonomy and dedication to their jobs in both private and public sector banks of, which in turn will increase the organisation's growth. Business growth can be beneficial in generating employment. This study will try to find out smooth ways to implement employees participation that will be beneficial for the employees, the organisation, and the state's employment rate and economy.

RESEARCH METHODOLOGY

Research methodology is a way to find, pick, process and then analyse material about a topic, particular procedures & approaches are utilized. People can assess a study's reliability and validity, which is incredibly advantageous for them. A researcher can describe their intended study approach by using research methodology It is a methodological, logical strategy to address a research issue.

Sources of data collection

The related data for this study will employ d Descriptive & Analytical research that draws on both Primary and secondary data collection methods.

Primary data: Primary data is information that is first gathered from first-hand accounts or other sources, usually for research. My first source of data collection for this study will be

collected from face to face in-depth interview for Non-management employees, management staff & others to study the current implementation level of Employees participation in management in public and private organizations. A detailed survey with the help of formally designed questionnaire will be made and questionnaire will consist of open and closed ended questions.

Secondary data: Data that is gathered by a party other than the primary user is referred to as secondary data. Secondary data in this study will be collected through various websites, published journals and articles, books, internet, official website of various organizations booklets, company Reports.

Population And Sampling

Total sample size will be of 500 Respondents, 200 unit from Non-Management staff & 50 units from management staff of State Bank of India
200 units from Non-Management staff and 50 units from Management staff of Industrial Credit & Investment Corporation of India Bank. All sample will be collected personally by me using Random sampling method: in case of Non-cooperation of staff, next staff will be picked by me randomly.

Sampling Tool

Sampling tool is one technique to help determine how much & how often data should be collected. This tool specifies which sample to collect in order to quantify a problem, system, process or issue.
The Researcher will use Non-probability sampling & Stratified sampling as Probability sampling followed by Open & Closed ended questionnaire. The area of data collection will be both State Bank of India & Industrial Credit & Investment Corporation of India Bank.

Data analysis tools

Statistical tools that will be used to analyse the data in this study are:
Frequency
Percentage Analysis
Correlation Analysis
Chi-Square Test
Discourse Analysis
Z-Test
ANOVA

RESEARCH GAP

Employees participation in management is one of the important elements of today's industrial democracy where employees are motivated by the work culture & environment they seek stability of mind, their growth and empowerment. Participation of workforce improves communication and collaboration between the workforce and management which boost the production. It results in higher output, positive workplace dynamics & increased worker participation effectiveness. Workers participation in management has been studied by very few of researchers in different sector be it public or private sector, very less of them tried to find out the reason and loopholes in the implementation process with organizations as well as

manager's perspective, managers frequently see it as a means rather than a tool. It is manifested in documents but lack implementation and the reason for this is not clear.
Therefore, it is important to study this area very carefully because employees are the assets of any organization. They are the backbone of the companies, they need to be satisfied with their job, and if they remain dissatisfied it will affect their efficiency of work which in turn will affect the economy of the country as well the state.

LIMITATIONS OF THE STUDY

1: As research gap says, very few researches have been conducted in this area, therefore, there is lack of availability of uniform published data.

2: The Findings of the Research cannot be generalized on a large scale as the sample size is small.

3: This Research is more of a solitary endeavor.

4: This research is costly and time taking as it needs visiting different banking organizations for data collection.

5: The research's findings won't remain accurate in coming few years as it is occasionally prone to changes.

6: The Study findings may differ to different banks as out of 12 public sector and 11 private sector banks only 1 of each were taken into consideration

Tentative Chapterisation:

The proposed research work is divided into the following tentative chapters

SL. No	Name Of Chapter
1.	Introduction & Literature Review
2.	Banking sector- A Brief Description
3.	Employees participation in Management in State Bank Of India (SBI) & Industrial Credit & Investment Corporation of India Bank (ICICI) – A Bird Eye View
4.	Data Collection & Hypothesis Testing
5.	A Comparative Study on the Impact of Employees participation in management in State Bank of India (SBI) & Industrial Credit & Investment Corporation of India (ICICI)
6.	Summary, Findings, Suggestion & Conclusion

18/01/24

Signature Of Supervisor

Richa Rana Bajaj

Signature Of Research Scholar